

The background is a vibrant, abstract composition. A large, bright yellow brushstroke with visible texture is the central focus, containing the text. To the left, there are black, curved, concentric patterns on a red background. To the right and bottom, there are vertical stripes in shades of blue, pink, and red, and a large, textured yellow circle in the bottom right corner. The overall style is bold and graphic.

**Sir Martin Sorrell**

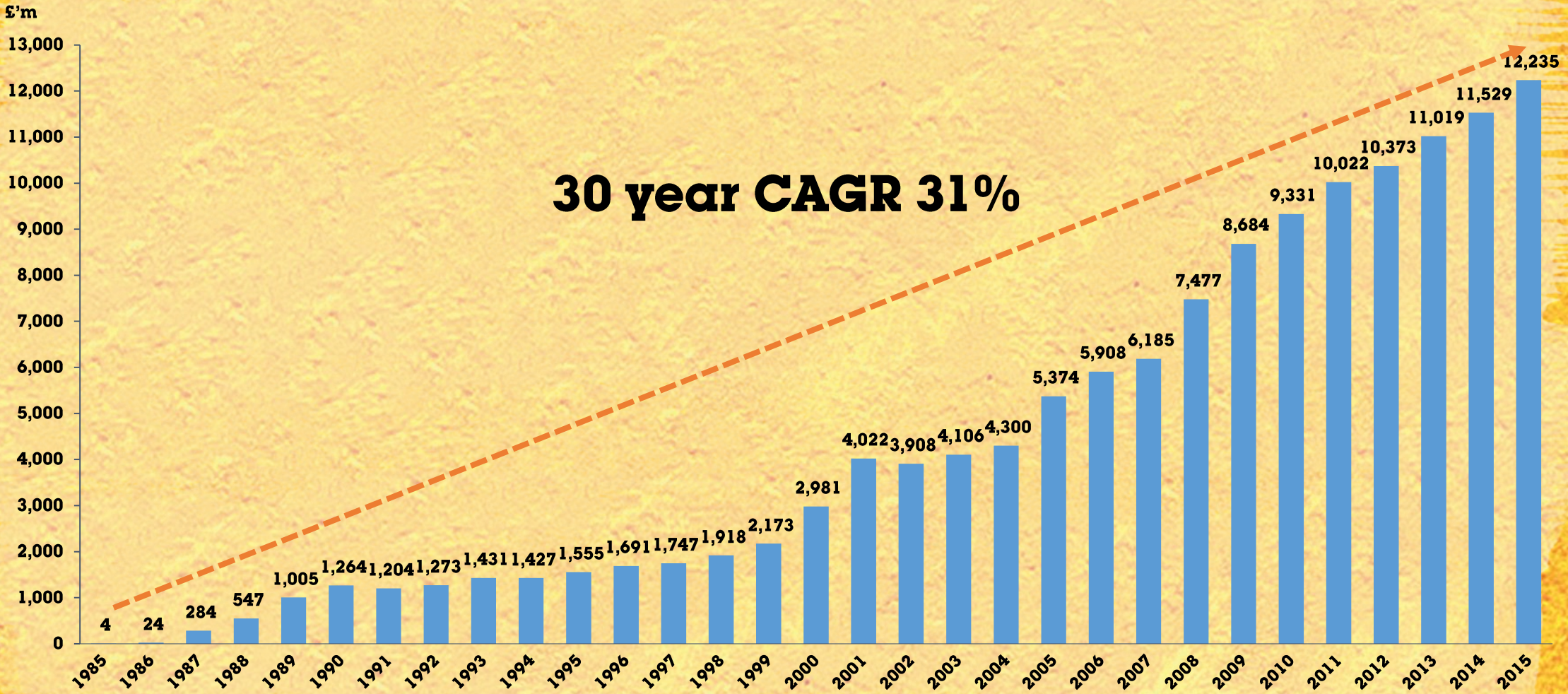
**CEO**

The background is a vibrant, abstract composition of various colors and patterns. It features bold black outlines forming curved, concentric shapes on a red background on the left. Other areas include yellow, blue, and pink stripes, and a large, textured yellow shape in the bottom right corner. The overall style is reminiscent of mid-century modern or pop art.

**Our Financial Performance**  
**Long-term Brand Building**

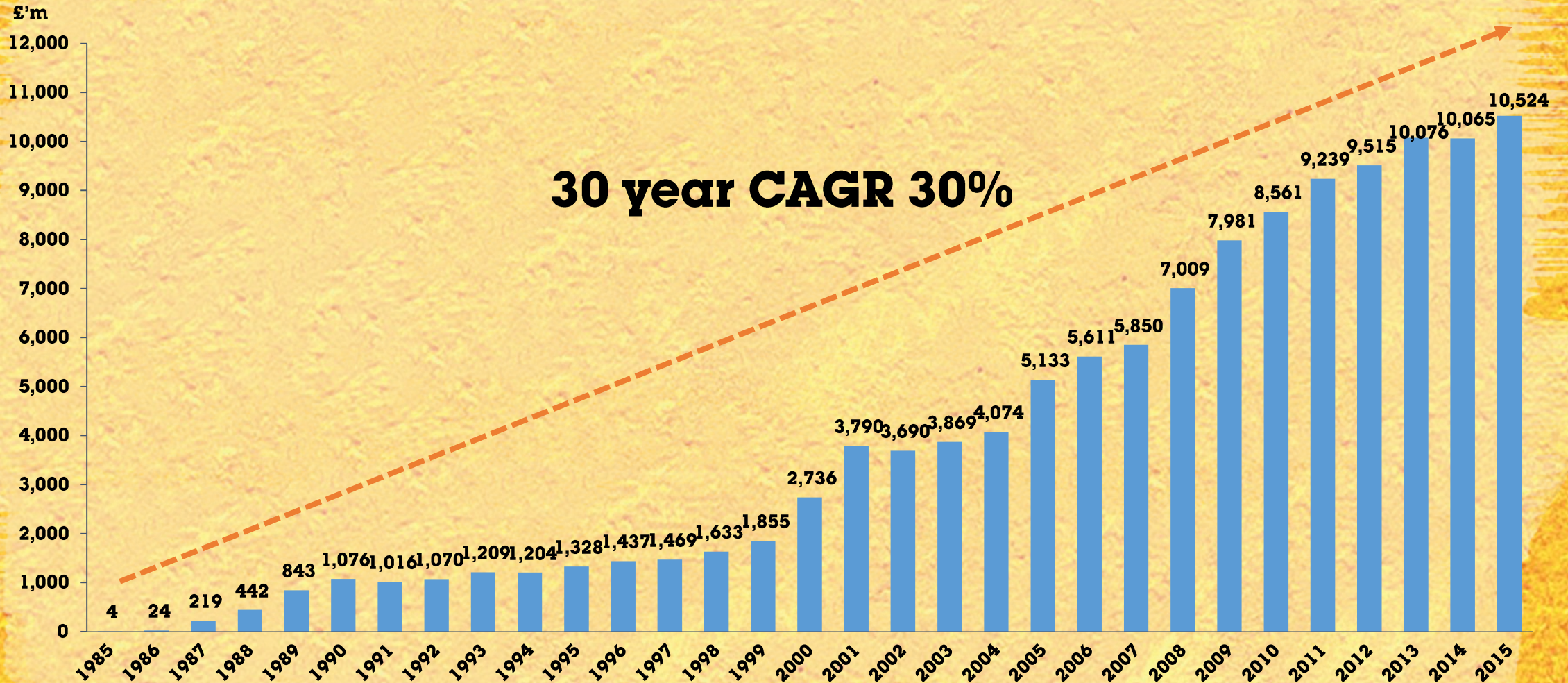
# 30 Year History

## WPP reported revenue



# 30 Year History

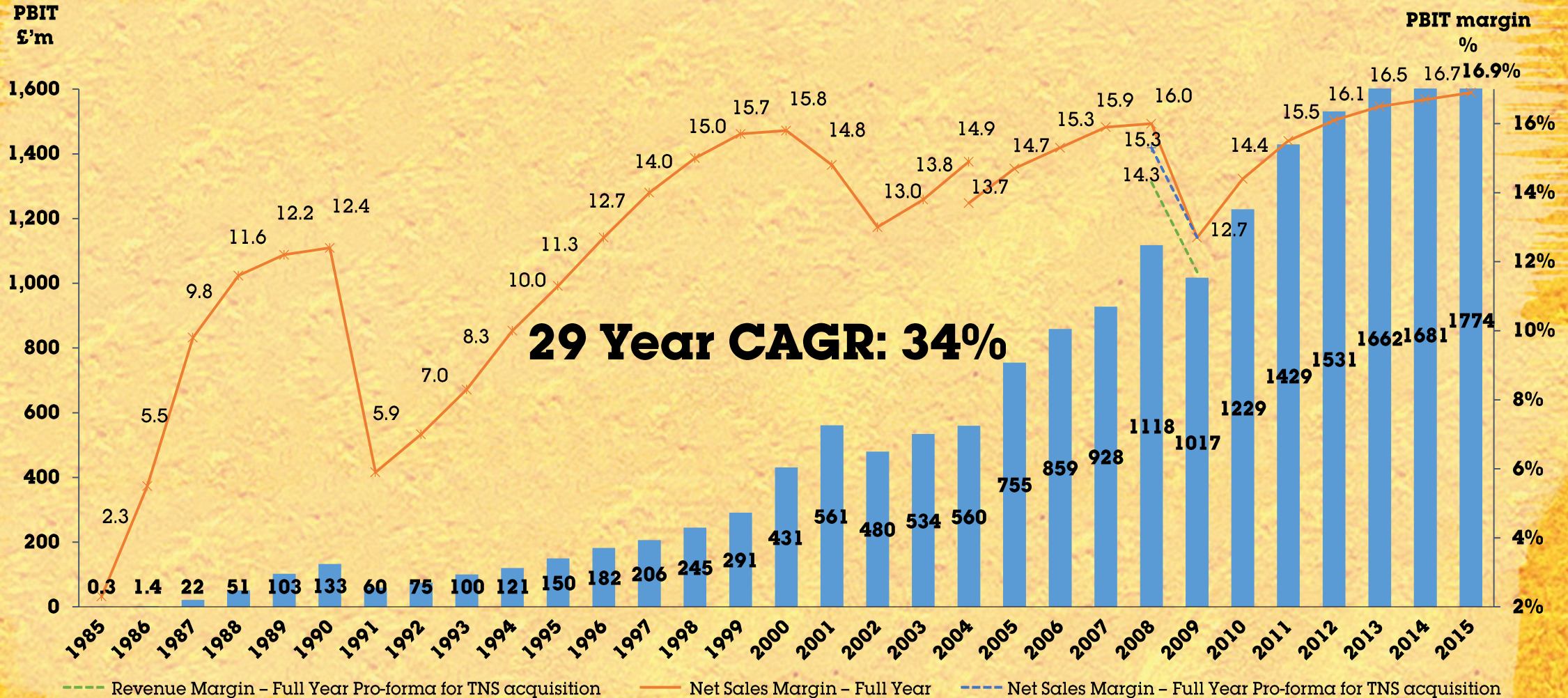
## WPP net sales



# 30 Year History

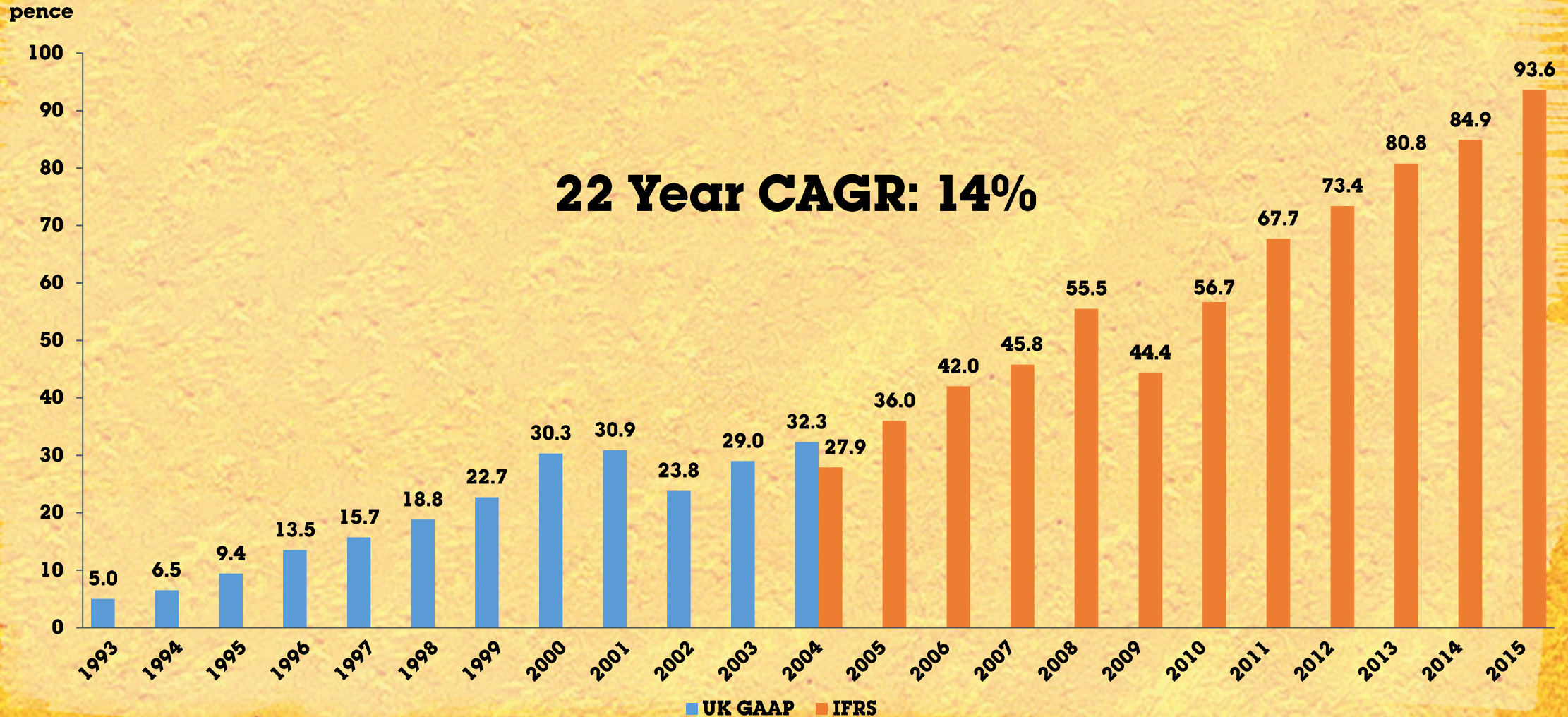
## WPP PBIT and margins

2004 onwards PBIT reported under IFRS



# History

## WPP headline diluted EPS post 1992 rights issue



# Investor Returns

<b>1985</b>		<b>2016</b>
£1,000 invested in WPP	=	£63,647
£1,000 invested in FTSE	=	£4,215
\$1,000 invested in WPP	=	\$95,358
\$1,000 invested in S&P 500	=	\$10,289

# Investor Returns

<b>1995</b>		<b>2016</b>
£1,000 invested in WPP	=	£20,691
£1,000 invested in peer group	=	£9,841

Peer group – Omnicom, Publicis, IPG, Havas



# **The New Normal**

**Low GDP  
Growth**

**Low or No  
Inflation**

**Little Pricing  
Power**

**High Focus on  
Costs**

# The Legacy Spectrum

**Disruptors**



**UBER**

**Active  
Investors**

**Bill Ackman**

**Daniel Loeb**

**Nelson Peltz**

**Zero Based  
Budgeters**

**3G Capital**



**VALEANT**

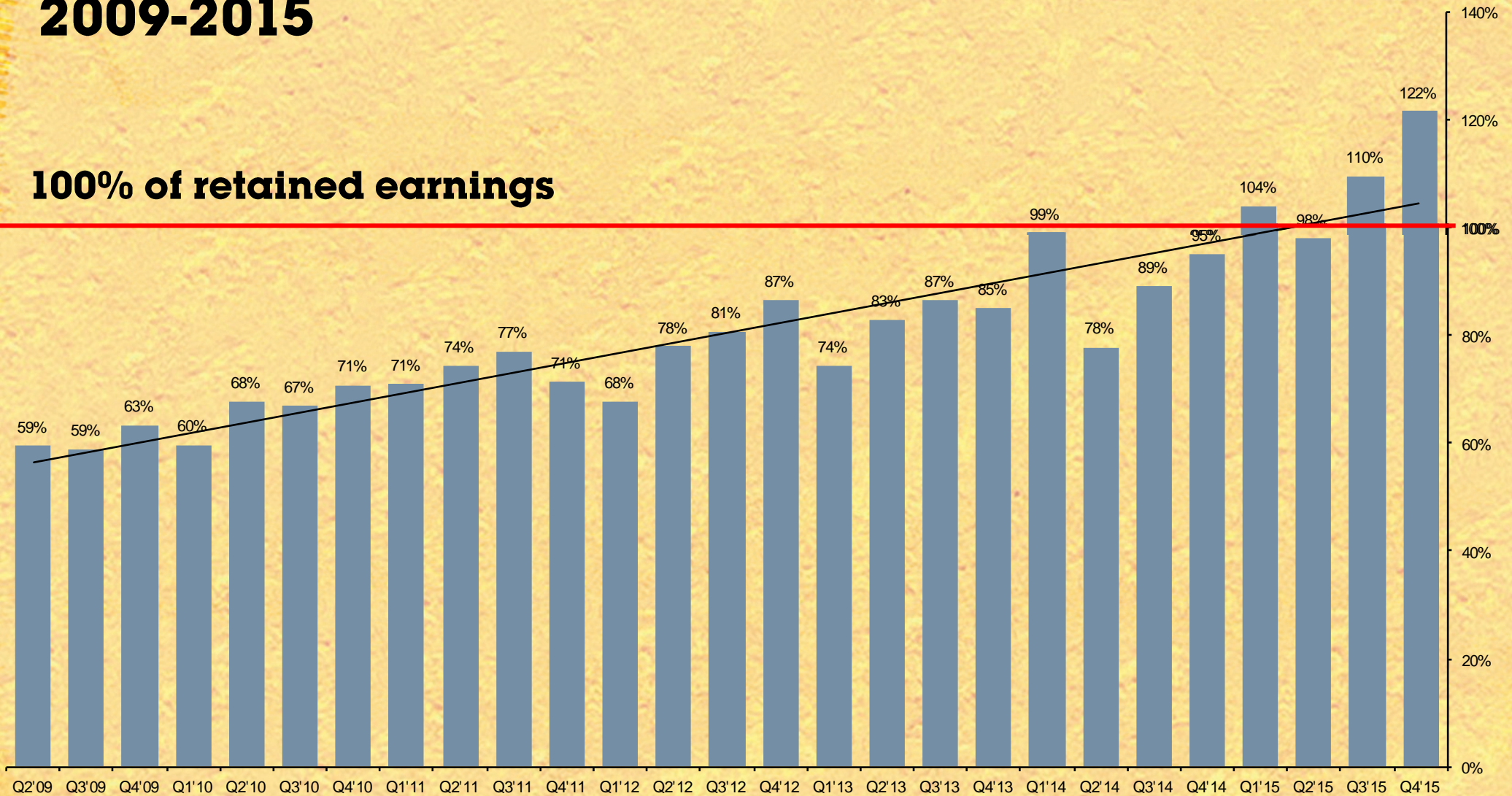
**endo.**

# Short Executive 'life expectancy'

- CEO tenure 6 to 7 years  
(FTSE 100 5.9 years, S&P 500 7.1 years)
- CFO tenure 4 to 5 years  
(FTSE 100 4.1 years, S&P 500 4.8 with 50% less than 3 years)
- CMO tenure 3 to 4 years  
(S&P 45 months)

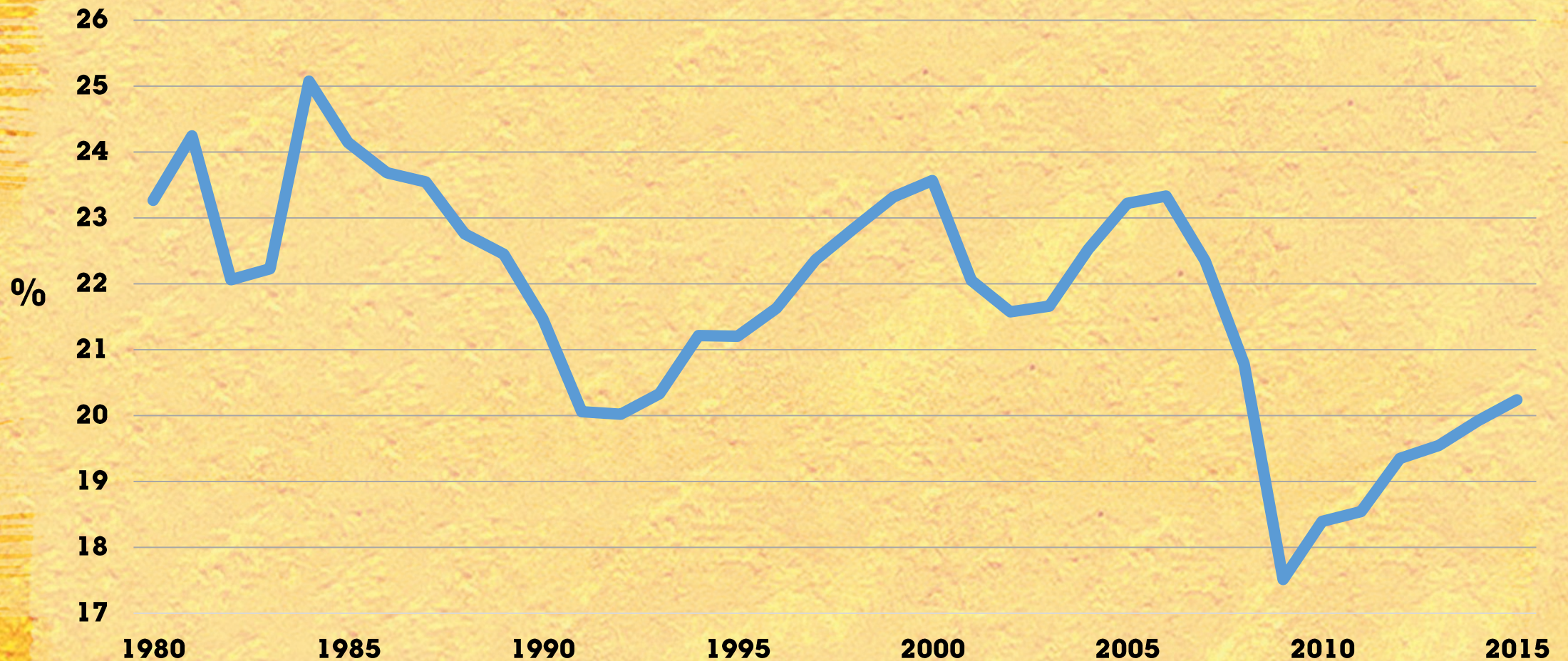
# S&P 500 Effectively Shrinking 2009-2015

**100% of retained earnings**



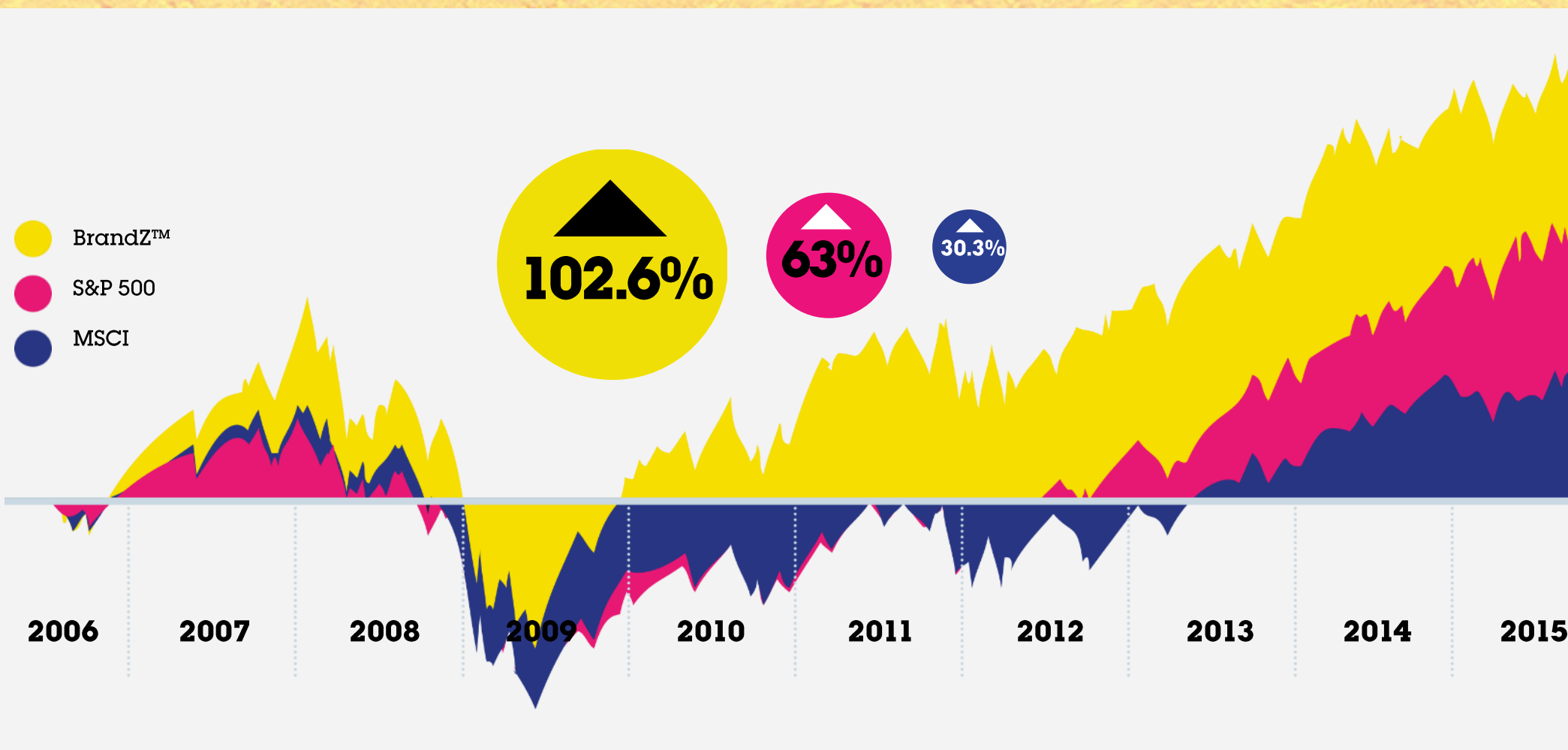
Source: S&P Capital IQ

# US Total Investment as % of GDP



# Investment in strong brands generates superior shareholder returns

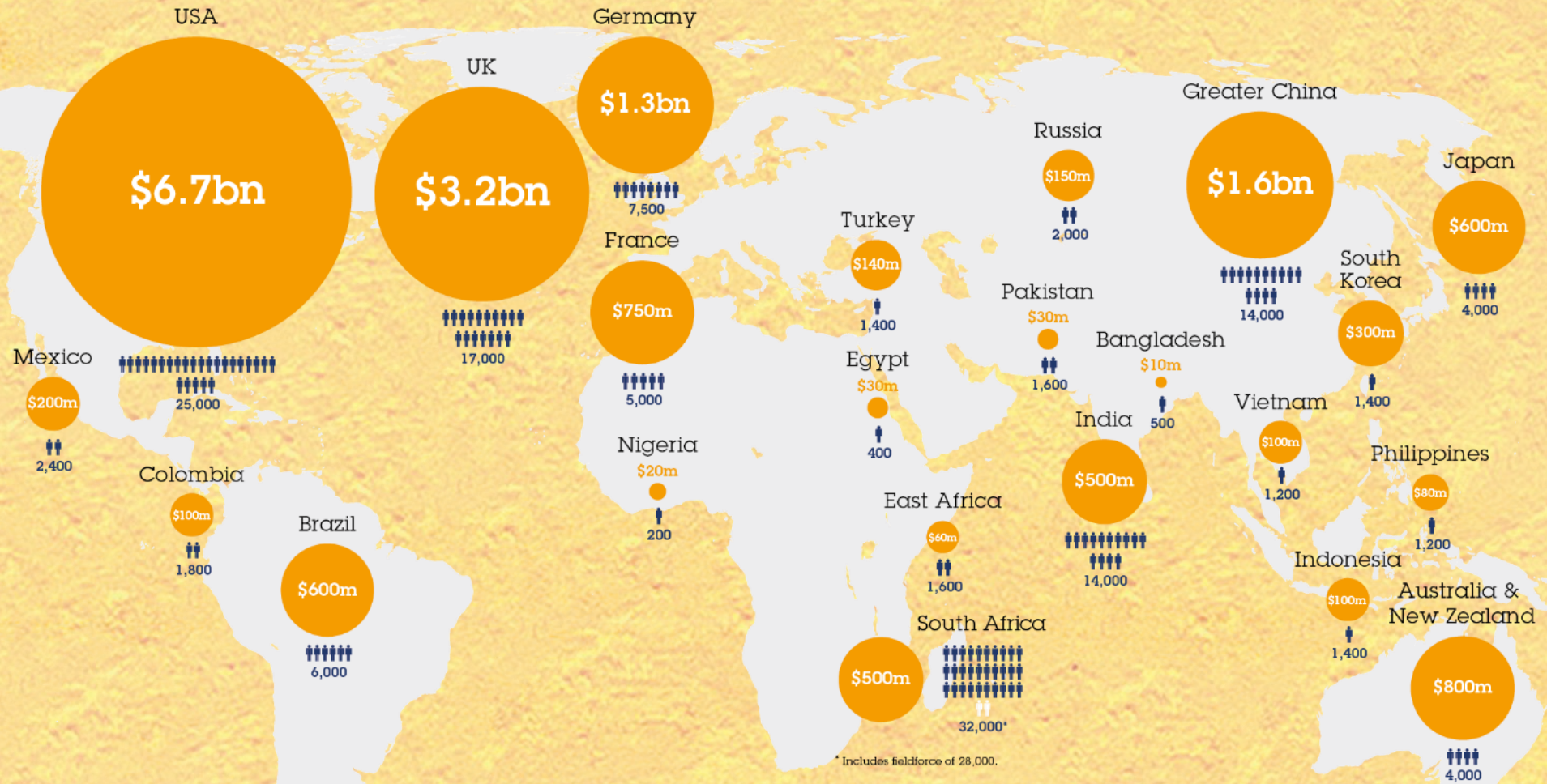
BrandZ™ Strong Brands Portfolio vs. S&P 500 vs MSCI World Index (Apr 2006 - Apr 2015)



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**The Global  
Communications  
Services Leader**

# WPP: a global company

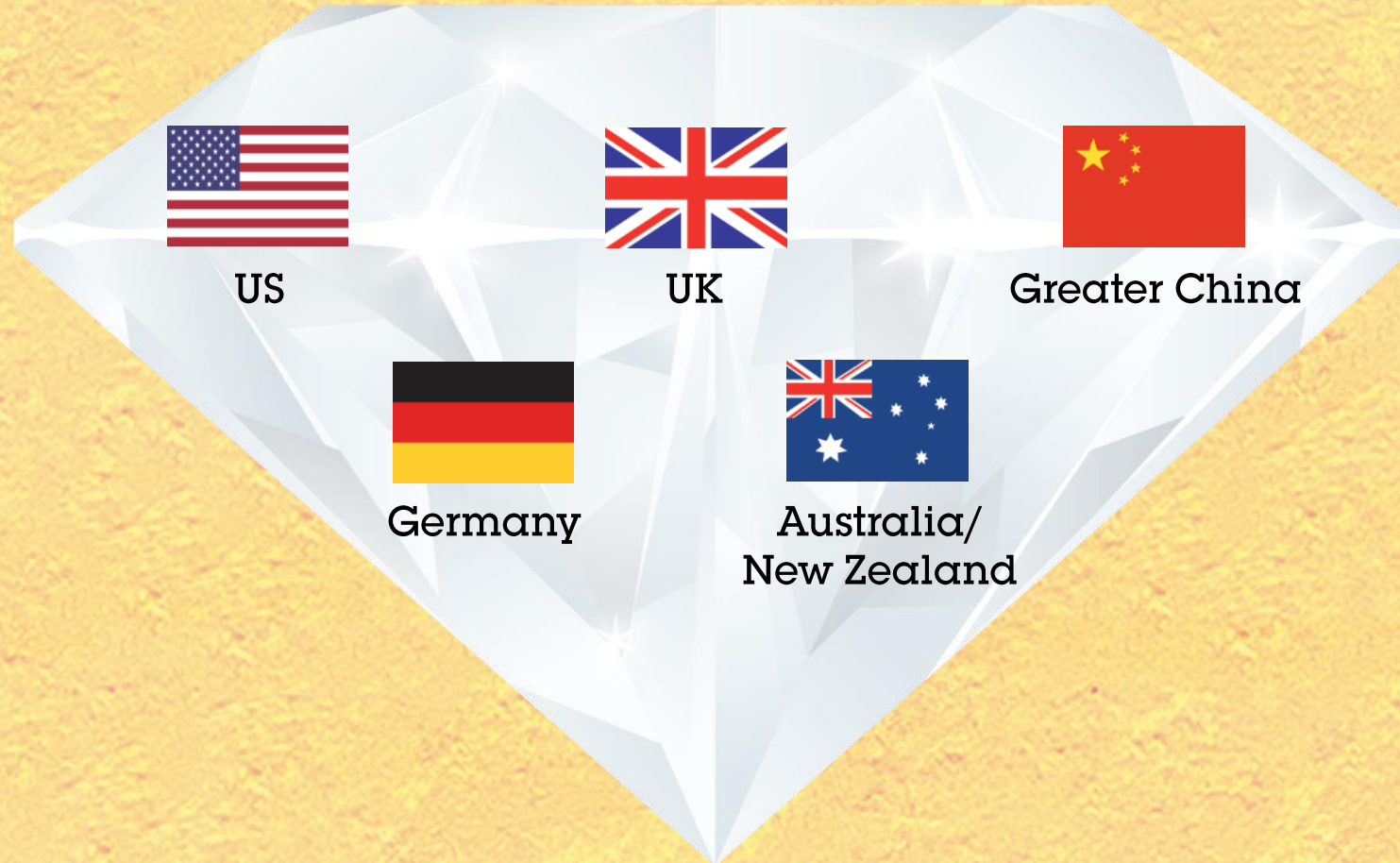




# Our 9 Billion Dollar Brands



# Our 5 Billion Dollar Markets



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# **Our 4 strategic priorities**

# Horizontality

Over 194,000  
people in over  
3,000 offices  
in 112 countries

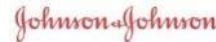




# Horizontality

45 Client Leaders

Over 38,000 WPP people work on these clients



# Horizontality

Country / Regional Managers

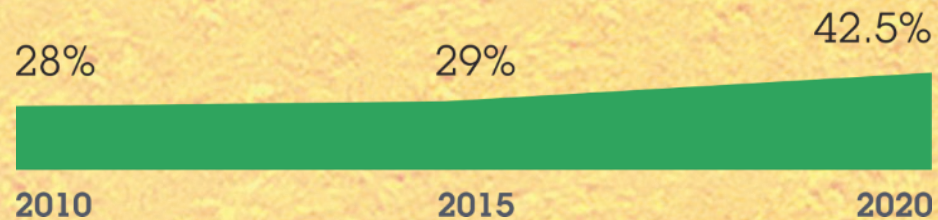


# New Markets

## Our target

Increase the share of revenue from fast growth markets to 40-45%

## Are we on target?



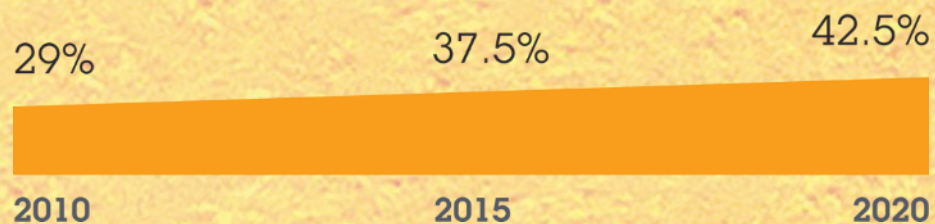


# New Media

## Our target

Increase share of revenue from new media to 40-45%

## Are we on target?

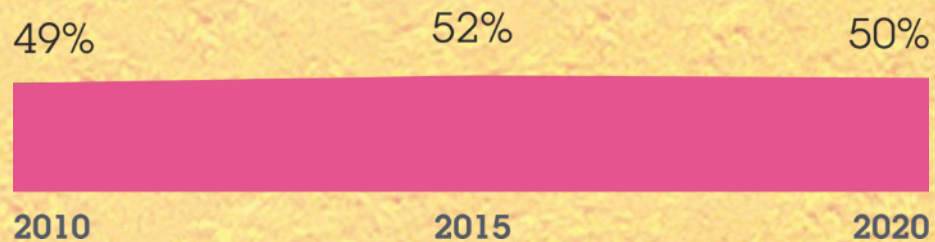


# Data Investment Management and Quantitative

## Our target

Maintain the share of more measurable marketing services at 50% of revenue

## Are we on target?



# Four Differentiators

**Talent**

**Technology**

**Data**

**Content**

The image shows the front of a red classic car, likely a Chevrolet, with a white grille. The car is set against a stylized background of a city with palm trees and buildings. The license plate is yellow and reads 'WPP 2016'.

**WPP**

**Annual General  
Meeting 2016**

**WPP 2016**